**Name :**

**Article:** “Distinguishing the Essential from the Important: Using Research to Strengthen the Use of Standards for Administrator and Licensure Programs”

* What were the key points highlighted in the article?

What is essential and what appears to be only important about school leaders roles and duties for high levels of student achievement is weeded out of ISLLC through the researched principles that Balanced Leadership.

The knowledge, skills, and dispositions in ISLLC are important but they are not all essential for high levels of student achievement.

The magnitude of change is in the eye of the beholder and their perception of gain or loss.

* Review the crosswalk of McRel’s work. What is the correlation between the crosswalk, the article, and the Iowa Standards for School Leaders?

McRel’s Balanced Leadership Framework provided research for states to review leadership training programs and connect high levels of student achievement with the roles of the leaders. Iowa has attended to turn research into best practice.

* What are the pluses and minuses of focusing *daily* on the standards and the leadership responsibilities in your work with your building administrators?

It is a constant reminder of the impact school leaders have on student outcomes.

Daily management of schools threaten to undercut leadership roles which must be placed in each leaders conscience daily. At the same time the standards can become overwhelming on days there are not enough hours.

*Save on desktop as “Last Name, Module 3 Article Reflection” Ex: Norgaard, Module 3.*

*Upload on Module 3 page of the Evaluator Approval Wiki.*